

# **MASTER OF SCIENCE IN LEADERSHIP AND HUMAN RESOURCE DEVELOPMENT**

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## **LEADERSHIP DEVELOPMENT FOR MOOTW: AN ANALYSIS OF TACTICAL LESSONS LEARNED**

**Jason G. Adkinson-Captain, United States Marine Corps  
B.S., United States Naval Academy, 1990**

**Master of Science in Leadership and Human Resources Development-June 2000**

**Advisors: Susan P. Hocevar, Department of Systems Management  
James Suchan, Department of Systems Management**

This thesis examines tactical lessons learned from recent military operations other than war (MOOTW) for implications on leadership development for junior leaders in the United States Marine Corps. A doctrinal examination of MOOTW provides the context for the study. The research questions focus on unique leadership capabilities and competencies necessary for junior Marine Corps leaders in the MOOTW environment. The research involved analysis of recent tactical experimental lessons. These tactical lessons learned, coupled with the doctrinal examination, result in MOOTW specific junior leader competencies necessary for MOOTW organizational effectiveness. The results synthesize into three key competency areas: (1) ability to adapt leadership roles to diverse environments, (2) independent decision-making skills for decentralized operations, and (3) ability to develop leadership skills in team members. Theoretical leadership development frameworks are reviewed for insight into improving these junior leader competencies in the Marine Corps. Recommendations include focusing MOOTW training on the characteristics of: (1) highly politicized environment at all levels of command, (2) high ambiguity between combatants and non-combatants, (3) decision-making at the lowest tactical levels in a decentralized environment, (4) development of teams to operate autonomously in this decentralized environment, and (5) reinforcement that tactical decisions by junior leaders have operational and even strategic impact.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Leadership Development for MOOTW, Military Operations Other Than War

## **THE DECISION TO ALLOW MILITARY WOMEN INTO COMBAT POSITIONS: A STUDY IN POLICY AND POLITICS**

**Kristen W. Culler-Lieutenant, United States Navy  
B.S., United States Naval Academy, 1993**

**Master of Science in Leadership and Human Resources Development-June 2000**

**Advisors: Alice M. Crawford, Department of Systems Management  
Mark J. Eitelberg, Department of Systems Management**

Until 1991, combat aviation exclusion laws barred women in the Navy, Marine Corps, and Air Force from being assigned to aviation squadrons that flew or trained for combat missions. The Congressional decision to rescind such laws and, subsequently, the laws banning women from combat ships in the Navy was of great significance in the history of the United States military and the nation as a whole. Studying the Congressional proceedings that allowed military women to assume such roles leads to a more in-depth understanding of how difficult or

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sensitive decisions have been made in the past and will likely be made in the future. The focus of this thesis is two-fold. First, the thesis reviews the history of women in combat and the major issues involved. Second, through research and interviews with key individuals, it examines the Congressional decision and resulting actions. Interviews with a former member of Congress, legislative aides, high-ranking Navy and Army leaders, Department of Defense officials, and women's rights activists revealed certain consistencies in perceptions concerning the circumstances and events that led to removal of the laws excluding military women from combat. Interviewees generally agreed that exclusionary laws were lifted in 1991 due to political and societal influences, the experiences of women in Operations Desert Shield and Desert Storm, successful lobbying by activists, and legislative procedure. Recommendations are offered for future research.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Women in Combat, Women in the Military

### **A STATISTICAL ANALYSIS OF RETENTION IN THE SURFACE WARFARE COMMUNITY**

**Jonathan C. Duffy-Lieutenant, United States Navy**

**B.S., United States Naval Academy, 1994**

**Masters of Science in Leadership and Human Resource Development-June 2000**

**Advisors: Stephen L. Mehay, Department of Systems Management**

**J. Eric Fredland, United States Naval Academy**

This thesis develops multivariate models to estimate the determinants of retention in the Surface Warfare community to the Lieutenant Commander (O-4) promotion board. Using data from the Navy Officer Master File and the Navy Officer Loss File, logit models are specified to analyze the probability of Surface Warfare Officer (SWO) retention to the O-4 board, transfer from the SWO community prior to the O-4 board, and resignation from the Navy prior to the O-4 board. The probabilities are modeled as functions of background and demographics, early Navy experience, and combinations thereof. The findings reveal that serving initially in a cruiser or destroyer, having children, being older at commissioning and being recommended for accelerated promotion more often as an O-1 or O-2 are all positive indicators of Surface Warfare community retention. Having a higher undergraduate GPA, majoring in engineering as an undergraduate, and being commissioned via Officer Candidate School are all negatively associated with Surface Navy retention. Based upon the research results, recommendations are made for the Navy to investigate alternative means of ranking year groups for service and ship selection.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Surface Warfare, Retention

### **THE NAVAL ACADEMY-MARINE CORPS RELATIONSHIP: AN EXAMINATION OF THE MARINE CORPS' INFLUENCE ON THE ACADEMY AND THE ACADEMY'S PROFESSIONAL IMPACT ON THE MARINE OFFICER CORPS**

**Richard J. Gannon-Captain, United States Marine Corps**

**B.A., Cornell University, 1995**

**Master of Science in Leadership and Human Resource Development-June 2000**

**Advisors: Lee Edwards, Department of Systems Management**

**Keith F. Snider, Department of Systems Management**

This thesis examines and evaluates the historical and contemporary relationship of the Naval Academy and the Marine Corps. The study utilizes extensive historical, contemporary, quantitative, and qualitative analyses. The research is exploratory in nature and focused on the evolution of the present relationship, the perceived value of the relationship to the Marine Corps, the officer performance of academy graduates in the Marine Corps, and the scope of Marine Corps influence at the academy. Specifically, the study concentrates on identifying the contributions of the Naval Academy to the Marine officer corps and analyzing the effect of those

contributions. The results of the study are the compilation of a historical account of the Marine Corps-Naval Academy relationship, an assessment of the tangible value of Naval Academy to the Marine officer corps, and the generation of an extensive exploratory body of research from which further studies can be initiated.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Naval Academy, Marine Corps, Officer Accessions, Officer Recruiting, Officer Candidate School, The Basic School, Pre-commissioning Training, Service Selection

### **ANALYSIS OF NAVAL FLIGHT OFFICER SELECTION, ASSIGNMENT, AND FLIGHT SCHOOL COMPLETION AMONG U.S. NAVAL ACADEMY GRADUATES**

**Ferdinand G. Hafner-Lieutenant, United States Navy**

**B.A., University of North Carolina at Chapel Hill, 1990**

**Master of Science in Leadership and Human Resource Development-June 2000**

**Advisors: Gregory G. Hildebrandt, Department of Systems Management**

**Walter E. Owen, Department of Systems Management**

There are three models analyzed in this study. The first two models attempt to determine whether academic rank, military rank, and major are predictive of Naval Flight Officer (NFO) service selection and NFO assignment. The goal of the third model, which predicts NFO completion, is to determine whether academic and military grades, major, personality, gender, and race predict completion of NFO flight training. Logistic regression is used to analyze the effect of the explanatory variables on the dependent variables.

The analysis shows that the first two models are not statistically significant predictors of NFO service selection and NFO service assignment. The NFO completion model displays the most interesting result of all three models. Military quality point rating is a highly significant predictor of completing NFO flight training. For midshipmen who select NFO as their first or second choice, the higher their military grades the more likely an Academy graduate will complete flight officer training. Further research is recommended to determine if military quality point rating is a significant predictor of completing one's initial training in other warfare communities.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Naval Academy, Naval Flight Officer, Flight School, NFO Flight Training, Midshipmen, Service Selection, Service Assignment

### **A COMPARISON OF U.S. NAVY SEA AIR LAND (SEAL) TEAMS AND U.S. ARMY SPECIAL FORCES**

**Philip E. Kapusta-Lieutenant, United States Navy**

**B.S., United States Naval Academy, 1992**

**Master of Science in Leadership and Human Resource Development-June 2000**

**Advisors: Gregory G. Hildebrandt, Department of Systems Management**

**Lee Edwards, Department of Systems Management**

Navy Sea Air Land (SEAL) Teams and Army Special Forces (SF) are distinct organizations that often compete for the same missions, and this thesis provides a comparison of the two organizations. Others have provided detailed accounts of both the operational and political backgrounds that resulted in SEALs and SF being placed under the United States Special Operations Command (USSOCOM).

This thesis provides a narrative of the relevant operational and political events that influenced the present organizational cultures of the SF and SEALs. Most notably, both units had their origins in World War II. SF were most heavily influenced by the unconventional warfare (UW) experiences in Europe, and the SEALs were most heavily influenced by the experiences of "frogmen" who prepared beaches for opposed amphibious landings. Both SF and SEALs faced an uncertain existence until the creation of SOCOM, and they willingly branched into additional mission areas.

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The material presented can be used as a framework to understand the friction that is sometimes present between conventional and special operations units. It can also be employed as a template for assessing how future actions will fit within the SF and SEAL organizational cultures.

**DoD KEY TECHNOLOGY AREA:** Human Systems Interface

**KEYWORDS:** Special Operations, SEAL, SOCOM, United States Special Operations Command, Special Warfare, Department of Defense

### LEADERSHIP TRAITS AND CHARACTERISTICS OF EFFECTIVE COMPANY OFFICERS AT THE UNITED STATES NAVAL ACADEMY: THE MIDSHIPMEN PERSPECTIVE

**Eric R. Kyle-Lieutenant Commander, United States Navy  
B.S., United States Naval Academy, 1986**

**Master of Science in Leadership and Human Resource Development-June 2000**

**Advisors: Alice M. Crawford, Department of Systems Management  
Gail F. Thomas, Department of Systems Management**

This thesis provides the reader with insight into what leadership traits and characteristics Midshipmen at the United States Naval Academy desire in an effective Company Officer. The author interviewed 40 Midshipmen in eight separate focus group sessions comprised of five Midshipmen in each group. The data from the focus group sessions were analyzed to produce a list of desired leadership traits and characteristics. This list was presented back to 1,392 Midshipmen in survey format. The top seven traits and characteristics Midshipmen admire most in effective Company Officers are: (1) Approachable, (2) Trusting, (3) Not a Form-2 Leader, (4) Fair, (5) Understanding, (6) Respected, and (7) Knowledgeable about his/her people. Each of the top seven traits is discussed in detail, and quotes from the focus group interviews are provided to give the reader deeper insight. The results of the USNA study are different than those found in other studies on leadership. The author discusses these differences. The author's conclusion is that leading Midshipmen is different than leading in both military and non-military environments. Small changes in leadership style will make a Company Officer more effective in the eyes of Midshipmen.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Leadership, Leadership Development, Leadership Style

### ANALYSIS OF THE COMPANY OFFICER MANAGEMENT INFORMATION SYSTEM (COMIS) PERFORMANCE MEASUREMENT SOFTWARE AT THE UNITED STATES NAVAL ACADEMY

**Chad M. Larges-Lieutenant, United States Navy  
B.S., United States Naval Academy, 1993**

**Master of Science in Leadership and Human Resource Development-June 2000**

**Advisors: Walter E. Owen, Department of Systems Management  
Keith F. Snider, Department of Systems Management**

The United States Naval Academy is a federal organization charged with developing Midshipmen morally, mentally, and physically, so that they may become future officers in the Navy and Marine Corps. In order to better monitor the development of Midshipmen, the Academy requires some form of a performance measurement tool. Recently, the Midshipman Information Database System (MIDS) was created to store information about each Midshipman. In 1999, the Company Officer Management Information System (COMIS) prototype was created to work in conjunction with MIDS to enhance a Company Officer's ability to develop Midshipmen and measure their performance.

This research involves presenting the COMIS prototype to a sample of Company Officers, and gathering their opinions through a survey. The results of the survey are compiled to determine how well COMIS is received by Company Officers and what improvements to COMIS should be made in the future.

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The results of this research show that Company Officers feel COMIS is a useful performance measurement tool, and that its development should continue. The best avenue of COMIS development is to incorporate it into a module of MIDS. Combining these two computer programs into one will significantly enhance the development of Midshipmen well into the 21<sup>st</sup> century.

**DoD KEY TECHNOLOGY AREAS:** Computing and Software, Human Systems Interface, Other (Information Technology, Performance Measurement)

**KEYWORDS:** COMIS, Database, Management Information System, Performance Measurement, Prototype, Survey

### THE IMPACT OF ATHLETIC ACHIEVEMENT AT THE UNITED STATES NAVAL ACADEMY ON FLEET PERFORMANCE

John R. Leskovich-Lieutenant, United States Navy  
B.S., United States Naval Academy, 1993

Master of Science in Leadership and Human Resource Development-June 2000

Advisors: Stephen L. Mehay, Department of Systems Management  
William Bowman, United States Naval Academy

The mission of the United States Naval Academy speaks clearly of three pillars of Midshipman development: moral, mental, and physical. Each is equally important; however, the mission of the Naval Academy to develop Midshipmen physically is often overlooked. This thesis investigates the advantages and disadvantages of the varsity sports programs of the Naval Academy to provide more accurate and detailed information to policy makers regarding the importance of athletics.

Specifically, this study analyzes the role of achievement in varsity athletics on fleet performance. Using data on the Naval Academy classes of 1981-1985, six multivariate models are specified. The first analyzes variables identified in previous studies as being significant in explaining performance or promotion, and is used as a baseline for the remaining models. The second model analyzes the overall effect of athletic achievement on promotion. The next model analyzes the differential effects of achievement in a team sport versus an individual sport versus no sport at all. The effects of being a female athlete and minority athlete are then identified, followed by an analysis of blue-chip athletes. The results find that four of the variables indicating athletic achievement have positive and significant effects on promotion to Lieutenant Commander. Being a Blue-chip team athlete increased the probability of promotion 18.9 percent, being a Team athlete increased the probability of promotion 11.4 percent, being a Varsity athlete increased the probability of promotion 7.7 percent, and being a Blue-chip non-athlete increased the probability of promotion 6.4 percent.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Military Officers, U.S. Naval Academy, Performance, Retention, Sports, Athletes

### AN ANALYSIS OF THE EFFECTS OF PRIOR ENLISTED SERVICE ON MIDSHIPMAN PERFORMANCE, GRADUATION, AND FLEET RETENTION AT THE U.S. NAVAL ACADEMY

Keith B. Mishoe-Captain, United States Marine Corps

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**B.S., University of Rochester, 1995**  
**Master of Science in Leadership and Human Resource Development-June 2000**  
**Advisors: Stephen L. Mehay, Department of Systems Management**  
**Roger D. Little, United States Naval Academy**

This research analyzes performance at the U.S. Naval Academy (USNA) and fleet retention of Midshipmen who have prior enlisted experience in the Navy and Marine Corps. It is the primary hypothesis of this study that prior enlisted experience provides these Midshipmen with values and skills that help them overcome perceived academic deficiencies to be successful at the Naval Academy. Linear and non-linear LOGIT regression models are estimated to analyze the influence of prior enlisted experience on performance of USNA classes from 1990 through 1999 and on the fleet retention of graduates.

The performance analysis is based on data collected by Admissions to compile USNA's Candidate Multiple with additional variables to account for attributes of each individual's prior enlisted service. USNA performance was measured in terms of leadership potential (striper selection), academics, overall class standing, and graduation rates. Officer retention is depicted by retention rates to the O-4 promotion board. The results suggest that prior enlisted experience is significant in determining success at the Academy and fleet retention.

**DoD KEY TECHNOLOGY AREA:** Command, Control, and Communications

**KEYWORDS:** Systems

### **AN EMPIRICAL ANALYSIS OF THE PHYSICAL APTITUDE EXAM AS A PREDICTOR OF PERFORMANCE ON THE PHYSICAL READINESS TEST**

**Robert W. Patrick, Jr.-Lieutenant, United States Navy**  
**B.S., United States Naval Academy, 1992**  
**Master of Science in Leadership and Human Resource Development-June 2000**  
**Advisors: Gregory G. Hildebrandt, Department of Systems Management**  
**David W. Armstrong, National Naval Medical Center**

The Physical Aptitude Exam, administered to candidates in the Naval Academy admissions process to measure physical aptitude, consists of pullups for men or the flexed arm hang for women, a 300-yard shuttle run, a standing longjump, and a kneeling basketball throw. The Physical Readiness Test, administered semi-annually to all naval personnel including Midshipmen, consists of modified situps, pushups, and a 1.5-mile run. The purpose of this research is to determine if the Physical Aptitude Exam predicts performance on the Physical Readiness Test. Naval Academy Midshipmen data from the classes of 2002 and 2003 are analyzed to determine if the Physical Aptitude Exam, taken sometime during the application process, predicts performance on the Physical Readiness Test taken during the fall semester of the Midshipman's plebe year. This study uses logit and linear regression analysis to identify two significant explanatory variables; pullups/flexed arm hang and shuttle run, which predict Physical Readiness Test performance. Recognizing the factors that predict performance on the Physical Readiness Test may not only increase the number of Midshipmen who pass the Naval Academy's fitness test, but also identify candidates at risk of failing the Physical Readiness Test when they become Midshipmen.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Physical Fitness, U.S. Naval Academy, Physical Aptitude Exam, Physical Readiness Test

### **AN ASSESSMENT OF THE SENIOR ENLISTED LEADER PROGRAM AT THE UNITED STATES NAVAL ACADEMY**

**David K. Richardson-Lieutenant, United States Navy**  
**B.S., United States Naval Academy, 1995**  
**Master of Science in Leadership and Human Resource Development-June 2000**

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**Advisors: Alice M. Crawford, Department of Systems Management  
Gail F. Thomas, Department of Systems Management**

This thesis is an assessment of the Senior Enlisted Leader Program at the United States Naval Academy. Specifically, this thesis documents the background and presents an assessment of the program. The author conducted 34 focused interviews--four of these interviews were conducted with key personnel involved in the founding and implementation of the Senior Enlisted Leader Program in its early years. The other 30 interviews were conducted with the 30 current Senior Enlisted Leaders to gain insight into the current operation of the program from their perspective. The data analysis yielded eight themes related to the Senior Enlisted Leader Program. Six of these themes present positive aspects of the program, and two of these themes address areas for improvement. Overall, the data suggest that the Senior Enlisted Leader Program has had a significant positive impact on the leadership development of Midshipmen and the Naval Academy as a whole.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Leadership, Leadership Development

### **TEACHING TOMORROW'S LEADERS: A COMPARISON OF LEADERSHIP DEVELOPMENT AT THE UNITED STATES MILITARY ACADEMY AND UNITED STATES NAVAL ACADEMY**

**Robert W. Thomas-Lieutenant, United States Navy  
B.S., Worcester Polytechnic Institute, 1994**

**Master of Science in Leadership and Human Resource Development-June 2000**

**Advisors: Alice M. Crawford, Department of Systems Management  
Gail F. Thomas, Department of Systems Management**

This thesis describes the different methods used to teach leadership to cadets at the United States Military Academy and Midshipmen at the United States Naval Academy. Based on historical information and interviews with Cadets and Midshipmen and the faculty and administrators at each institution, this thesis explains how the respective philosophies have developed and influenced the current approach to leadership development, how the effectiveness of the leadership curriculum is measured, and discusses the future development of the leadership programs. Finally, this thesis provides recommendations to enhance the leadership development programs at each academy.

**DoD KEY TECHNOLOGY AREA:** Manpower, Personnel, and Training

**KEYWORDS:** Military Leadership, Education

